

# **National Colloquium of ETCs**

**2<sup>nd</sup> & 3<sup>rd</sup> June, 2016**

## **PROCEEDINGS**



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**National Institute of Rural Development & Panchayati Raj**  
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## **Objectives and Design**

The National Colloquium of ETCs was organized at NIRD&PR during June 02-03, 2016. The Principals, Heads and Senior Faculty Members of 56 ETCs, faculty members of NIRD&PR, officials of MoRD, Govt. of India, a few representatives of SIRDs and State Governments and State Link Officers of NIRD&PR participated in the deliberations. The list of participants is given at Annexure-I.

There are 90 ETCs in the country. Majority of these institutes were former Gramsevak Training Centres (GTCs), Panchayati Raj Training Centres (PRTC), and Village Development Officers Training Centres (VDOTCs) which were established during late fifties under the Community Development programme for training of multipurpose village development workers and functionaries of PRIs. However, field reality reveals that these ETCs, which used to be front-line training centres, have not been able to meet the emerging training requirements due to limitations in their existing infrastructure, faculty and other resources.

Therefore, over the years, efforts have been made to strengthen these training institutions among others, for rural development. The Union Ministry of Rural Development under the Central Scheme titled 'Management Support to Rural Development Programmes and Strengthening of District Planning Process' has been supporting the training activities of the States for effective implementation of Rural Development Programmes by way of providing financial support to the SIRDs and ETCs. As part of efforts for further strengthening of training institutions for rural development and panchayati raj, a Committee under the Chairmanship of Dr. Y K Alagh was set up to suggest measures for restructuring the NIRD&PR with implications for SIRDs and ETCs.

The National Colloquium has been planned to review the performance of ETCs in the emerging context of new initiatives for rural development and growing significance of capacity building of development professionals. Given the large number of personnel to be trained at the block and village level, the key role of ETCs is capacity building of

these personnel. Besides reviewing the annual performance of ETCs, the issues relating to infrastructure, faculty and normative pattern of recurring grants provided under the Central Sector Scheme was part of the agenda and deliberations. In addition, the role and contributions of ETCs in capacity building for PRIs and RD&PR flagship programmes were discussed. Specifically, the objectives of the Colloquium were:

1. To review the existing training capacity of ETCs vis-à-vis the number of functionaries to be trained, assess its adequacy, identify the gaps and suggest measures for greater coverage with special reference to flagship programmes of rural development and Panchayati Raj Ministries.
2. To suggest a standardized complement of faculty with relevant disciplines that a typical ETC is expected to have including measures for capacity building of the faculty members.
3. To review the existing resource base of the ETCs and funding support under central sector scheme and provide feedback on the revised guidelines of the scheme.
4. To discuss the ETC related recommendations of the Alagh Committee and suggest measures for their operationalisation.

Keeping in view the above objectives, issues have been identified on different dimensions of institutional management and performance of ETCs. These include review of training and research performance with focus on capacity building for flagship programmes of rural development and panchayati raj, faculty and administration, review of funding and Central Sector Scheme and guidelines and norms for physical infrastructure. Besides, the recommendations of Alagh Committee on streamlining of ETCs, networking related issues and development of criteria for grading ETCs also formed part of the agenda of the colloquium. The deliberations have been planned to facilitate sharing of experiences and best practices so that the same can form the basis for discussion of the agenda. The deliberations were facilitated through working groups followed by presentation and discussion on the group

outputs. Thus, after the opening and inaugural session, which set the tone for deliberations, the participants were formed into six groups to discuss the flagged issues and to workout proposals for further action. The same were presented and recommendations were fine-tuned after their presentation and feedback from the other groups in the plenary sessions. As part of the programme, the participants had the benefit of a Video-Conference Based Interaction with Shri S.M. Vijayanand, IAS, Chief Secretary, Govt. of Kerala and former Secretary, Rural Development, MoRD, GOI on various issues relating to training and institution building for rural development and panchayati raj.

In addition to the agenda, presentations and discussions on capacity building programmes of DDU-GKY and MGNREGA being planned by NIRD&PR at ETCs were also included. These apart, a brief presentation on the Post-Graduate Diploma in Rural Development Management (PGDRDM) of the NIRD&PR was also included. A visit to Rural Technology Park (RTP) in the campus has been arranged with a view to exposing the participants to the various rural technologies and their scope for replication and transfer in rural areas. The action points for follow-up which are to be initiated at NIRD&PR, SIRDs and ETC levels also have been included in the concluding part of the programme. The programme schedule of the colloquium along with the list of issues for discussion is given at Annexure-II.

### **Inaugural Session**

The colloquium started with welcome of the Chief Guest for the inaugural session and the participants by Dr. P. Durgaprasad, Head of the training wing. Briefing on the programme schedule and issues for deliberations, Dr. Prasad referred to the growing importance of capacity building and highlighted the key role of ETCs in this endeavour. Referring to the schedule, he mentioned that the effort is to listen more from ETCs in terms of their experiences and reflections and to come out with specific points for action at appropriate levels so as to leverage their strength for collaborating with SIRDs and NIRD&PR. He also observed that the colloquium gains significance in the

context of the recommendations of Alagh Committee on restructuring of NIRD&PR and streamlining of SIRDs and ETCs.

Dr. W.R. Reddy, IAS, Director General, NIRD&PR in his inaugural address touched upon a wide range of issues involved in capacity building in general and for rural development and panchayati raj in particular. He highlighted the expectations from ETCs and the need for out of box thinking to make these institutions more dynamic agents of change. Expressing his pleasure of interaction with the Heads / Representatives of ETCs, the Director General stated that he was looking forward more to listen to what ETCs can do rather than what they have to do given the fact that these institutions have great potential and glorious past in training of development functionaries at the cutting edge level. Referring to the role of NIRD&PR, Director General said that the endeavour of the institute is to assist and develop linkages to facilitate further strengthening of the institutions. In this context, he recalled the pioneering work of S.K. Dey at Nilokheri during the days of Community Development Programme which had served as a model of rural development in the years to come. Drawing the attention of the delegates again to the potential of ETCs, he observed that they should not entertain the feeling that ETCs are small as sub-divisional institutes but to think big in terms of what they can contribute. For this what is required is to assess the change to be brought out and focus on the same in their activities.

Dr. Reddy referred to the varied nomenclatures of the institutions as ETCs, RIRDs and GTCs, RDTCS and proposed that a standardized common name may be decided which can help get national recognition to these institutions. He referred to one of the initiatives of NIRD&PR to liaise with State Governments, SIRDs and ETCs in the form of State Link Officers (SLOs) Scheme and indicated that the existing roles and responsibilities of SLOs will be reviewed and revised for greater performance and accountability. As part of it, their role in facilitating performance of ETCs in the respective State will be included in their annual performance assessment (ACR) so as to bring a new dimension to their responsibilities. In this context, Director General

shared his reflections on aspects relating to impact of training in particular. He observed that the tendency has been to achieve the targets in terms of number of functionaries trained rather than the outcomes and quality of achievements. Secondly, there is no clarity on the total number of target groups for training and the actual number trained in a given district. As a result, the impact of the training programmes could not be measured. In this regard, he stated that anything not quantifiable is not measurable.

Director General has also referred to the status on development in countries like Bangladesh and Malaysia and observed that in spite of inherent limitations these countries have, they were able to make good progress and achieve developmental goals significantly. A case in point is that of Bangladesh which has done better on social and gender development fronts. He also observed that it is a proven fact that training and capacity building can help achieve better results in development management and have important bearing on the optimization of performance of development personnel. However, the matter of the fact is that we are able to touch only the tip of the iceberg of the huge mass of target groups for training. He lamented that though good infrastructure capacity had been built up at the district level by the various development departments, the same is not optimally utilized. The tendency of these institutions is to work in silos, thus leading to underutilization of capacity.

The Director General also impressed upon the delegates on the role of ETCs in research on various developmental aspects. In fact, with the ushering in of new initiatives there is need for continuous feedback on the ground realities so that appropriate and timely interventions can be effected for improved programme management. While he did not expect detailed studies, he welcomed documentation of best practices, case studies and success stories on the processes of development and welfare. He indicated that funds is not a constraint as NIRD&PR is ready to assist and the provisions available under different schemes can be made available but the missing link is the inclination to undertake such studies by the faculty of ETCs. In the ultimate analysis it is the

personal initiative combined with passion which will make things happen. The institutions and faculty have to consider their assigned roles as opportunities to contribute to efforts for making a difference in the lives of rural people, which ultimately will result in great personal satisfaction. The challenge is whether we can do better in the given assignment and not to think in terms of only problems but finding solutions to the same. The approach should be to bring change in the mind-set of the functionaries attending training programmes of ETCs.

Director General shared some of the initiatives of NIRD&PR in developing models on technological application and programme management. In this context, he referred to the work relating to Rural Area Spatial Planning (RASP) to help the States in facilitating Gram Panchayat based development plans. Another one relates to the establishment of IT based platform to get connected with the district and field functionaries even while ensuring the benefit of their experience and documentation for wider dissemination. As part of it, the functionaries will be facilitated by NIRD&PR faculty to develop case studies so that the training institutions will have a repository of success stories and best practices.

Dr. Reddy also referred to the Faculty Development Programme being planned for the ETCs under which it is contemplated to build competencies of the faculty members in the subject matter and methodological aspects of training and research. Further, with a view to having a holistic approach to the training task, NIRD&PR will facilitate the State Governments and SIRDs in developing a State training policy. He also urged the delegates to be technology savvy so that the participants of the training programmes of ETCs can be exposed to the emerging technologies and their application and adoption. In this context, he referred to the endeavour of NIRD&PR to network with national level research institutions and laboratories like DRDO and ISRO to develop appropriate technologies for rural development in the areas of harvesting, markets etc., with focus on cost effectiveness. The idea is to develop NIRD&PR as a Center for Validation and Demonstration of the technologies for further transfer to and extension



in rural areas. Director General invited SIRDs and ETCs to be partners of this initiative as well. He concluded his address calling upon the delegates to think big and dream big and to develop “out of box thinking in making the institutions vibrant and as agents of change and innovations”. He also wanted them to utilize their stay at NIRD&PR to interact with faculty of the institute for developing training and research proposals. He hoped that the deliberations will help concretize thinking on the various issues listed for discussion and come out with specific proposals and recommendations for further action.

### **Performance of ETCs : An Overview**

Before the experience sharing session and group work on Agenda, a presentation on the Status of ETCs was made by Dr V K Reddy and Dr P Durgaprasad of CRTCN of NIRD&PR. The presentation was based on the analysis of the performance of ETCs during the period 2013-14 and 2015-16. As part of understanding of the existing situation obtaining in the ETCs, information on the Agenda related items was collected from ETCs. Data were received from 40 institutions and the same was utilised for analysis. The presentation focussed on the performance of ETCs in training and research activities, extent of utilisation and gaps with particular reference to training of functionaries and elected representatives of PRIs in the emerging areas of development in rural areas. The status of faculty strength and finances of the institutions was also analysed. The annual flow of funds from the respective state governments and extent of utilisation of funding support under the Central Sector Scheme of the MoRD and the pattern of funds available for organising training programmes were also covered. Following are the main findings that were shared:

- A large number of training programmes with focus on Flagship Programmes of the Ministries of Rural Development and Panchayati Raj were organized both in-house and in out-reach mode at district and sub district levels. The programmes in general were relatively short with two to three days duration. The major types and themes of the programmes included :

- Induction Programmes for Village Extension Officer, Panchayat Secretaries and Elected representatives of PRIs
  - Refresher courses
  - Courses on Flagship Programmes of Rural Development – MGNREGA, NRLM, IAY, Drinking Water and Sanitation, Watershed Management
  - Courses on BNV under Lab-2-Land Initiatives
  - Courses on IT / Computers
- The programmes were not offered on a continuous basis and the numbers varied from year to year. Performance too, varied from institution to institution depending on the fund availability for organising the courses. In some States, the human resources and funds available under recurring grants were found to be handy in organising the programmes.
  - The data on the programmes planned for 2016-17 indicated that the focus of training was on flagship programmes of MoRD, GoI. However, fund availability for these programmes determined the number of programmes. While the MoRD recurring grants to some extent facilitated these efforts, assured support under the new initiatives will help the ETCs to increase their efforts for capacity building of the functionaries of RD & PR Programmes.
  - The review indicated that research was conspicuous by absence.
  - The analysis indicated that the performance of ETCs in capacity building of PRI functionaries was mixed in that while some ETCs, particularly from the States of Assam, Odisha and Haryana have organised more number of programmes by utilising the funds made available under RGPSA, the same was not the case with others.
  - It was also observed in respect of some States that the training was limited to functionaries of PR Department such as Panchayat Secretaries / Panchayat Sachivs. A few ETCs also organised programmes in outreach mode which helped cover a larger number of elected representatives.

- One of the limitations observed in capacity building of PRIs by ETCs relates to the distance factor. As the ETCs are expected to cover 4-6 districts, the PRI functionaries from far off districts were not able to attend the programmes at ETCs owing either to time problems or travel costs or both. The problem was more conspicuous in respect of women elected representatives of PRIs.
- The training plans of ETCs for 2016-17 indicate that the focus is on Gram Panchayat Development Plan (GPDP). Training programmes for various stakeholders in PRIs have been proposed on the GPDP. In addition, it is observed that courses such as own resource mobilisation, maintenance of accounts, audit aspects etc., also formed part of the training calendar for the year.
- The nomenclature of ETCs varied across the States. The administrative set up and control was not uniform. In majority of the States, the administrative control of the ETCs is with the State Government and in some States like Andhra Pradesh, Uttar Pradesh, Rajasthan, Madhya Pradesh, Maharashtra, they are under the academic control of SIRDs.
- Majority of the faculty positions were found to be vacant in the ETCs. The average number of faculty per ETC was around six. It was also observed that the faculty strength was skewed and varied from state to state. The ETCs of Uttar Pradesh have around 20 faculty members while that of Odisha, Meghalaya and Mizoram have between 1-3 faculty members.
- The designations and ranks of the faculty included Lecturer, Sr. Instructor, Instructor, Extension Training Officer, Demonstrator, and Workshop Supervisors and so on.
- There are variations in the subjects being dealt with by the Faculty Members. The old pattern of having faculty dealing with Agriculture, Animal Husbandry, Cooperation is continuing in States like UP, Madhya Pradesh and Kerala. Broadly, the existing subject areas in the ETCs are Rural Development;

Panchayati Raj; Accounts; Agriculture; Animal Husbandry; Cooperation; Rural Engineering; Public Health.

- Some of the Institutions availed the recurring grants under the Central Sector Scheme for faculty support to work on emerging areas such as information technology. Faculty was appointed on contract basis to deliver capacity building programmes on IT and ICT applications in rural development and panchayati raj.
- As far as the supporting staff is concerned, it was found that a considerable number of ETCs (45%) had adequate support staff. This was observed in respect of institutions in the States of Uttar Pradesh, Tamil Nadu and Andhra Pradesh in particular.
- The main sources of finances of ETCs were the annual grants from respective State Governments and the funding support provided for recurring and non-recurring expenditure under the Central Sector Scheme of MoRD. In general the allocations under State grants were mainly for salaries of faculty and staff while some provision has been made for items such as stationery, maintenance and miscellaneous expenditure. There has been little allocation for organising training programmes.
- The only source for organising courses was the funding extended under flagship programmes of MoRD. However, it was observed that the availability of these funds was not continuous and varied from year to year reflecting adversely on the training performance of the institutions.

The details of presentation is given at Annexure -III

### **Experience Sharing and Presentations on Best Practices**

The CRTCN presentation was followed by sharing of experiences and best practices by the representatives of ETCs. Keeping in view the new initiatives and best practices, especially the measures for promoting networking between SIRDs and ETCs and skill development programmes for rural people in the States of

Uttar Pradesh and Assam, detailed presentations were made. The other ETCs provided the continuum of learning. The presentation on ETC, Bakshi-ka-talab, Lucknow made by Dr. Upadhyay, Joint Director, SIRD and Coordinator of ETCs in the State has traced the efforts made over the years in strengthening the three-tier institutional set up at State, Regional and District level in the form of SIRD, RIRDs and DIRDs. In this connection, it was highlighted that the initiatives of MoRD in strengthening SIRDs have gone a long way in augmenting the physical infrastructure and the financial position through non-recurring and recurring grants. Thanks to the Ministry support, model class rooms and seminar halls were developed which helped create good ambience for learning. Another measure on the part of State Government which helped the SIRD relates to the Human Resource Management policy for recruitment and faculty development. The other best practices of this SIRD include a Corpus Fund. It grows by way of organizing programmes for other development departments, skill development for rural women and SHG members and handholding support for marketing, etc.

Director General in his observations on the presentation suggested that the ETCs in the State should make efforts to build faculty by empanelling the resource persons and experts available in the State. In this regard, he also referred to the emerging concept of voluntary work wherein people are ready to offer their expertise and experience to training programmes. He also felt that Lucknow being endowed with many institutions in varied fields, the same can be tapped for providing technical inputs in training. Appreciating their efforts to build a Corpus Fund, he suggested that the financial contributions from the trainees of the programmes too, can be utilized.

In the presentation on ETC, Joysagar in Assam, the second model ETC, Sri Bichitra Kumar Das, Principal gave an overview of the perspective and practices of his ETC. There are twelve ETCs in the State which cater to the capacity building needs of various stakeholders in Rural Development and Panchayati Raj. The details on the type of training programmes, the specialized programmes to meet the emerging needs, the initiatives for training of Panchayati Raj functionaries and the networking

between SIRDs and the ETCs were highlighted. The utilization of Video-Conferencing based training to reach out to large number of target groups was also presented. One of the initiatives of State Government being implemented through the SIRD and ETCs relates to skill and entrepreneurship development programmes for rural youth, especially people below the poverty line.

In the experience sharing of other states that followed, the representatives of ETCs have highlighted the constraints and some of the initiatives and best practices. These include the efforts made by some of the ETCs to tap the funds from other departments; piloting work in the rural areas on some of the new flagship programme initiatives so as to gain hands on experience for strengthening the training programmes; proposal to use media like Facebook for field interactions, publication of guidelines of the schemes in vernacular languages, making yoga classes mandatory in training programmes; inclusion of soft skills in training programmes, amongst others. The provision available under recurring grant extended by MoRD to augment faculty strength and for organising training programmes on information technology has been used creatively and productively. As far as constraints being faced in managing the training programmes are concerned, inadequate faculty, delay in filling up of the vacant posts, non-availability of recurring grants and funds for organising training programmes on continuous basis comprise the core problem areas.

### **Presentations on Capacity Building Plan for DDU-GKY, MGNREGA and Education programmes of NIRD&PR**

As part of the Colloquium, the participants were acquainted with the capacity building programmes of DDU-GKY and MGNREGA being planned by NIRD&PR at ETCs. Dr M Ravi Babu, Executive Director, DDU-GKY Cell, NIRD&PR and his team briefed the participants on the training programmes planned to be organised at SIRDs and ETCs during the current financial year. It was indicated that the programmes are meant for the Project Implementing Agencies (PIAs) and officials of development departments and the focus of the programmes is on Standard Operating Procedures (SoP) and

managerial aspects of the project. The representatives of ETCs were requested to indicate their willingness and the number of programmes which can be organised by them during the year. They were also requested to inform whether the faculty members of the ETCs will be interested to get associated with the monitoring of the project in their respective states. In this regard, the ETCs were briefed on the networking training programmes planned by NIRD&PR under the DDU-GKY project as per the Training Calendar 2016-17. In response to the presentation, a few ETCs have indicated their readiness to get associated with the proposed capacity building programmes while others requested that the details of the project capacity building plan be mailed to ETCs so that the same can be placed in their faculty meeting for approvals before organising the programmes.

The presentation on the capacity building programmes planned for MGNREGA was made by Shri H Kurma Rao, Consultant, and Centre for Wage Employment (CWE). As part of it, the participants were briefed on the performance gaps in the implementation of the MGNREGA and the training needs of functionaries at various levels. Besides, the details of funding pattern for taking up of the programmes was also shared. The representatives of ETCs were requested to send the proposals to the CWE for further processing. In addition to these presentations, the participants were briefed on the educational programmes of the Institute, namely, PG Diploma in Rural Development Management and other programmes offered in distance mode. Dr C S Singhal, PD (CPGS&DE) provided the details of curriculum, pedagogy, study materials and opportunities for placements.

### **Visit to Rural Technology Park, NIRD&PR**

The participants were also provided opportunity to get exposed to the activities of Rural Technology Park established in the campus by NIRD&PR. Shri Mohammed Khan, Sr. Consultant, RTP briefed them on the various activities of the Centre and the efforts being made by NIRD&PR in development and dissemination of rural technologies and

skill and entrepreneurship development. After the presentation and interaction, the participants went around the various units established in RTP and had information from the entrepreneurs on the technologies and their scope for transfer to rural areas.

### **Interaction with Shri SM Vijayanand, Chief Secretary, Govt. of Kerala**

As part of the Colloquium, the participants had the benefit of Video Conference based interaction with Shri SM Vijayanand, IAS., Chief Secretary, Govt of Kerala and former Secretary, Rural Development, Govt of India. Shri Vijayanand touched upon various dimensions relating to training and capacity building for rural development and panchayati raj and highlighted the need for actionable proposals to further strengthen the efforts in this direction. He stated that with the hierarchy of institutions at National, State and Sub-regional level in place in the form of NIRD&PR, SIRD and ETCs, what is important is clarity of functions of these institutions. He expected the ETCs to concentrate on the capacity building of functionaries at block and gram panchayat level. Observing that the ETCs in general have a tendency to follow the old archaic structure, he stressed on the need to restructure the systems for improved management of ETCs. He desired that the ETCs should not limit their activities to the rural development programmes and projects but also to work on other dimensions relevant to poverty such as nutrition and decentralised planning.

He referred to the efforts of Ministry of Panchayati Raj (MoPR) to facilitate preparation of Gram Panchayat based Plans and Guidelines and urged the ETCs to provide handholding support to the grassroot level functionaries and elected representatives of PRIs in this endeavour. Referring to the Alagh Committee recommendations on strengthening of ETCs, he wished that the ETCs are strengthened with minimum infrastructure facilities and faculty. In this regard, he asked the NIRD&PR to assess the requirements scientifically and develop norms and standards so that the same can be used by MoRD and MoPR in deciding the quantum funding support to the ETCs. Shri Vijayanand also stressed need for building a cadre of ‘trainers on call’ for ETCs to help build faculty strength. He proposed that efforts should be made to build accredited



and chartered trainers. Referring to the role of ETCs in research, he stated that given the advantage of their spread of MoRD and MoPR. They can conduct studies on implementation issues of development programmes. Highlighting the importance of action research, he urged the ETCs to adopt villages and facilitate the implementation of GPDP by the rural committee and PRIs. He also stressed on the need to digitalise the excellent literature available with ETCs. He touched up on the following issues in the course of his interaction.

1. Preparation of training plan which can help in scheduling training programmes within and outside of the ETCs
2. Significant resources are available for capacity building under RGSA of MoPR. Out of 10% funds earmarked for technology and administrative support, 2 % is provided for training.
3. ETCs have to play a key role in training of ERs particularly Sarpanches, Women and SC & ST representatives
4. ETCs should adopt select PRIs as resource panchayats

Referring to what NIRD&PR can do for the ETCs, Shri Vijayanand proposed the following

1. Building database on ETCs
2. Providing guidance in the preparation of projects under RGSA
3. Development of training modules and materials
4. Conducting Faculty Development programmes at NIRD&PR and other National Level Training Institutions
5. Development of Resource ETCs
6. Development of Training Software to bring ETCs in to the NIC Knowledge Network

In the interaction with the participants that followed the video conferencing, the problems relating to the funding of ETCs of NE Region came up for discussion. It was clarified that, exclusive allocation was provided under 14<sup>th</sup> FC and the same can be

utilised. In regard to the apprehension that making the ETCs autonomous will affect the funding support from State Government, it was clarified that what was envisaged was only academic autonomy without disturbing the existing setup.

### **Working Groups**

As mentioned in foregoing section, six working groups comprising the principals, state level coordinators and faculty members representing all the participating states and ETCs were formed to discuss the agenda issues and make recommendations for further action. The Agenda items were taken-up in six groups as given below.

Group - I: Training, Research and Capacity Building of Functionaries of RD and PRIs

Group - II: Faculty & Administration

Group - III: Finance, Central Sector Scheme and Revised Guidelines of MoRD on SIRDs and ETCs

Group - IV: Norms for Physical Infrastructure

Group - V: Streamlining of ETCs: Alagh Committee Recommendations & Networking

Group - VI: Criteria for Grading ETCs

The groups were expected to review the policies, administration, management issues and share their experiences and work out proposals and recommendations for action. The issues relating to training and research performance and strategies and measures for optimum utilisation of the available training capacity were examined in the group discussions. As the experience and review of performance presented earlier has indicated, there was less clarity on the perspective of the institutions in the changed context of rural communities and rural development programming. Accordingly, Group-I assigned with this task was expected to develop a new perspective factoring the target groups, types of training programmes, curriculum and methodology to be followed. The issues relating to capacity building of PRIs also formed part of the terms of reference of the group. Another issue relating to training was the role of ETCs vis-a-vis the District institutions like DIRDs and District Panchayat Resource Centers. The group working on the issues pertaining to faculty and administration was expected to

suggest a standardised complement of faculty along with human resource practices. This issue was planned for deliberations as was a need to review the faculty composition of institutions in the light of emerging expectations of people as well as the governments. Given the financial constraints of ETCs, which have a bearing on their performance, one of the groups was assigned with the task of suggesting alternate sources of funding for undertaking training programmes. Besides, the revised guidelines of the Central Sector Schemes were also included in the issues for discussion by one of the groups. The other items referred to the working groups to deliberate upon included development of norms for physical infrastructure, Alagh Committee recommendations, networking with institutions and criteria for grading of ETCs. The list of issues and items for group work are given at Annexure-IV.

The reports of the Working Groups were presented in the plenary sessions for feedback from the members of the other groups. Director General in his observations stated that NIRD&PR in collaboration with MoPR is creating India Panchayat Knowledge Portal (IPKP), which will capture key information relating to PRIs and will serve as a platform for sharing success stories and video gallery. It will be operational by July, 2016. The portal is expected to be a major learning resource on panchayat related aspects. He also indicated that a similar effort in the form of a platform for documentation of experiences, good practices, success stories is being established at NIRD&PR. Though it is interactive web this will also help submit research papers write-ups online to the Journal of Rural Development, the newsletter 'pragati' and 'case studies series' published by NIRD&PR.

He observed that the development functionaries have to their credit good work turned out by them but the same is not captured and documented either by them or hand holding institutions. It is in this context, the NIRD&PR has pro-actively initiated the web that will encourage the field functionaries to share their rich work with others. Director General also informed the house about the other initiatives that include creation of simple websites for ETCs, in collaboration with NIC. He desired that ETCs'

activities should not be restricted to mandatory requirements more towards creative activities which can capture the attention of others. For example, the impact assessment of ongoing programmes will help get recognition. The canvas of rural development is so large that with new initiatives and innovations, ETCs can make their presence felt in the state and get the attention of authorities. DG also referred to the Certificate programme planned by NIRD&PR as part of continuing education programme for Panchayat Secretaries and invited the ETCs to be partners in this programme. He indicated that the Certificate programme will have graded courses which will help the functionaries to get certificates after completion of a module and to have a diploma or PG certificate after the candidates are through with all the courses successfully.

In this context, he mentioned that NIRD&PR is tying up with the State Governments to consider the Certificates for career progression of the functionaries. Referring to the recommendations on research, DG appreciated the proposal of the working group to include documentation of success stories, best practices, evaluation studies etc., as part of the annual calendar of activities of ETCs and said that NIRD&PR will be happy to extend necessary academic support including up to rupees One lakh grant for research for any ETC that submits a proposal during current year (2016-17) and added that this incentive will be offered every year. He desired that ETCs make proposals on topical issues on rural development for which NIRD&PR will provide guidance. He also indicated that the proposed faculty development programme for ETCs being planned will help build necessary research competencies. He hoped that ETCs will come forward with proposals in the next one or two months so that the funding as announced can be made available case by case. Referring to the training perspective proposed by the working groups, DG observed that ETCs should not limit themselves to only themes relating to the flagship programmes of rural development and panchayati raj but to diversify in to other development areas as well and reach out to meet the requirements of other development departments. He also advised the delegates to work on the lines of ETCs of UP in building a corpus fund so that the

Institutions can become self-sustainable in the long run. He hoped that a plan of action will be worked out to implement the various recommendations made by the group.

### **Concluding Session**

The Colloquium concluded with action to be taken as follow-up. Following activities should be initiated to facilitate action on the recommendations and observations of the Colloquium.

1. Preparation of Annual Training Action Plan by ETCs
2. NIRDPR Faculty Development Programme to train all the ETC faculty in the next 2 years
3. Establishment of Electronic Platform between SIRDs & ETCs CGARD and NIRDPR through Video Conferencing Facility and SATCOM
4. SLOs as Members of Selection Committee of ETC for faculty recruitment
5. Submission of utilization certificates to the Ministries

The Participants profusely thanked the NIRD&PR for organising this Colloquium and shared their observations and feedback on the deliberations of the Colloquium. In particular, they felt that this forum helped them to get to know the best practices of other institutions and indicated their interest to apply these learnings in their back home situation. They suggested that colloquium should be organised at different places once every two years so that the participants will have the opportunities to get exposed to the activities and systems of ETCs. The annual SIRD Colloquia should take note of the ETC requirements and problems with a view to tracking their progress.

Dr. R. P. Achari, Associate Professor (CRTCN) and Colloquium coordinator thanked the delegates for their informed participation and valuable feedback and added that NIRD&PR will continue its efforts to have such interactions in future as well. In this context, he referred to the observations of the Director General for enabling the ETCs to regain their old glory and contribute significantly and innovatively to the development of their districts and communities.

## **Recommendations of the Colloquium**

The recommendations emerging out of working group reports, presentations and discussions in the colloquium are given below.

### **Training and Research**

1. With the changes in the approaches, systems, institutional mechanisms and processes and with the increasing role of local governance and panchaytai raj institutions as also community based organisations, ETCs as frontline training institutions are expected to play a key role in capacity building of cutting edge level functionaries. The ETCs are expected to act as agents of change and innovations and make a difference in the lives of rural people. Further, they have to be technology savvy so that participants of the training programmes are exposed to emerging technologies and their applications and adoption. Therefore, the perspective of the ETCs need to be reviewed and enlarged to reflect the changing rural development scenario. ETCs should not be limited to mandatory programmes but should diversify into new areas and other dimensions relevant to poverty.
2. Given this context, it is recommended that the target groups for training at ETCs should include not only the development functionaries but also elected representatives of PRIs, CBOs and members of various Committees. The training programmes will comprise foundation, induction and refresher courses for these core groups. Besides, the needs emerging in the context of flagship programmes for rural development have to be catered to.
3. It was observed that though ETCs have been organising programmes for capacity building of functionaries on new development initiatives of flagship programmes of MoRD, there was no regularity in the same. It is therefore recommended that the efforts in this regard need to be systematised to ensure that the programmes are organised regularly.

4. An analysis of average number of programmes organised per year vis-a-vis the existing infrastructure and human resource available, indicated that the capacity of ETCs was not fully tapped. It is therefore recommended that efforts have to make to ensure optimum utilisation of the existing capacity. As part of it, it is recommended that ETCs have to adopt a systematic approach and develop annual action plan based on assessment of training needs. Training needs analysis of all stakeholders should be carried out once in three years. Programmes must be organised accordingly.
5. As part of measures for quality management, training materials have to be developed in the form of trainer and trainee modules and manuals. Besides, the training methods should be oriented to be more experiential and participatory. As part of it, discussion based methods, immersion method and exposure visits to sites of best practices and success stories should be utilised in the training programmes.
6. The role of ETCs in the area of research was found to be conspicuous by absence. Given the importance of feedback on the ongoing development programmes and also the need for training inputs based on ground realities, ETCs are expected to have research as part of their perspective. It is therefore recommended that studies in the form of documentation / case study / success stories / best practices / impact assessment etc., be taken up. Besides, action research on the implementation processes and adoption of resource panchayats will be useful for improving the effectiveness of development initiatives and the efforts of panchayati raj institutions.
7. ETCs shall be involved in all research activities taken up by the SIRDs, NIRD&PR for which continuous enrichment and follow-up by NIRD&PR is required.
8. ETCs can be involved in continuing education programmes planned by NIRD&PR in the form of Certificate courses. To start with, they can get associated with the Certificate course for Panchayati Raj Secretaries.

## Faculty and Administration

9. There is a need for permanent and regular faculty in all ETCs. Norms should be developed for the deputed faculty members to work in ETCs for a minimum period of 5 years.
10. Three types of faculty members / resource persons need to be created
  - a. Regular faculty with Grade II officers pay scale
  - b. Eminent resource persons with wide experience and academic qualifications
  - c. Master Trainers from different fields
11. The norms to be created to regularize the contractual services of faculty members those who have completed more than 10 years' service and having with experience in Rural Development and Panchayati Raj.
12. As far as subject areas of the faculty are concerned, the following six core faculties are suggested
  - i. Panchayati Raj
  - ii. Planning
  - iii. Rural development
  - iv. IT and E-Governance
  - v. Women Empowerment
  - vi. Sanitation and Health
  - vii. Additional subject areas from the line departments can be added as per requirement of ETCs.
13. Pay scale of the faculty
  - a) There must be uniformity in the pay scale of the faculty all over India.
  - b) Pay scale should be equal to UGC scale
  - c) The faculty members should be given opportunities of promotion to the post of Principal after eight years of experience.



14. Tenure of Faculty: Deputation of line departments should be minimum five years.
15. Staff
- i) One accountant, one office assistant and one manager for hostel to be created.
  - ii) Five Grade IV employees posts are to be created.
16. It is proposed that ETCs be renamed as Regional Institute of Rural Development and Panchayat Raj (RIRD&PR)
17. The Principal's name to be changed as Regional Director and the pay scale should be equal to the UGC post of Associate Professor.
18. The administrative control of ETCs should be under the state government
19. A Common state training policy of all ETCs and SIRD to be prepared by a Committee.
20. As far as the role of SIRD is concerned, it is proposed that it should work as mentor of ETCs
21. The State Link Officers (SLOs) of NIRDPR will serve as a member of recruitment / selection Committee of Faculty Members of ETCs
22. With a view to facilitating ETCs to play their roles envisaged effectively, it is recommended that faculty development programmes be organised by NIRD&PR and other national institutions. The programmes should be not only for subject upgradation but to develop competence in the methodological aspects of training and research. In addition to regular faculty, ETCs should have trainers on call drawn from field functionaries, retired professionals, NGOs etc. These trainers should be certified and chartered trainers.
23. Before joining as a faculty member he/she should be attached to GP level or block level for at least three months to gain practical experience.

### **Finance, Central Sector Scheme and Revised Guidelines of MoRD**

24. The following are suggested with regard to the revised guidelines on Central Sector Scheme of MoRD for Recurring and Non-recurring Grants

**Suggested cost norms for recurring grants**

No. of participants-30

No. of training days- 3 days

Total No. of Training Programmes in a year-14

50% of Rs. 20 lakhs should be earmarked for training

Another 50% for Salary, TA etc.

**A) Training**

Sl.No.	Items	Rate	Amount (Rs)
1	Food & lodging	Rs.350x3daysx30	31,500.00
2	Training kit	Rs.200x30	6,000.00
3	Reading materials	Rs.100x30	3,000.00
4	Resource Person/Guest speaker	Rs.700x6 classes	4,200.00
5	Study tour/field trip	Lump sum	5,000.00
6	TA for Non-govt. participants	Lump sum	5,000.00
7	Misc. (Generator, POL, taxi, banner, photography, videography, and Institutional charges @ 10% of total cost)	Lump sum	15,000.00
		Total	69,700.00 Say 70,000.00
14 programmes can be conducted with Rs.10 lakh approximately			

**B) Other expenses (50% of Rs. 20 lakhs)**

MoPR is providing fund for training only. Therefore, some fund is required for running the Institute and payment of salary to supporting staff or as per need of the Institution by observing State specific financial rules.

**Items of expenditure**

- i. Salary to staff
- ii. Travelling expenses and maintenance of vehicle including POL, HSD.
- iii. Water supply & electricity
- iv. Purchase of Books and journals, publications etc.

25. Recurring grant must be enhanced to Rs. 40.00 lakh per ETC per annum

26. It was pointed out that in many instances Non-recurring Grant proposals were delayed and the suggested action to be taken is not addressed or pursued readily by the concerned authority.
27. For simplification of the process of release of funds under Central Scheme of MoRD, the following are proposed.
  - a. One time release of fund (recurring grant) in the month of April every year for continuity of training.
  - b. Non-recurring: selection of contractor before release of funds normally takes considerable time. Therefore, release of first installment at the initial stage is suggested as was done in the past.
28. The draft new guidelines of Rec/Non-Rec grant circulated is very complicated and impractical. The audit compliance required in the proposed guidelines can never be fulfilled by the CA or the financial team at ETCs. Therefore, the present system and the guidelines in force should continue for facilitating the ETCs to avail grants from the Ministry.
29. Varying duration of training courses should be incorporated instead of 3 days or 2 days and so on while working out the quantum of grants.
30. The guidelines for Rec/Non-recurring grant to ETC were circulated in Nov, 2014 and earlier during 2011, so there is hardly any need for a revision in the guidelines now.
31. As regards funds for organising training programmes for rural development and panchayati raj functionaries, MoRD and MoPR should give instructions to State Governments for allocation of funds to SIRD/ETCs. Implementing agencies of Central schemes like MGNREGA /IWMP(PMKSY), SBM, PMGSA, Gram Udhay se Bharat Udhay, NRLM, IAY etc. (flagship progs) should earmark funds for training by SIRDs and ETCs

### **Physical Infrastructure**

32. Generally a number of ETCs suffer from inadequate infrastructure facilities viz. conference halls, office accommodation, hostel accommodation, residential accommodation for staff. Also Infrastructure facilities require repairs of existing structures/ new constructions. Infrastructure is very essential for every ETC to conduct trainings for RD and PR functionaries. Therefore, separate funds should be given for infrastructure.
33. MoRD has been providing funding support to ETCs and release non-recurring grant for developing infrastructure facilities, procurement of teaching aids, office furniture, other equipment, teaching aids like computers, audio visual

equipment, and Library and recreation facilities for the participants. The following criteria for classification of ETCs should be considered, for funds in this regard.

- a) Average of no. of training days generated for last 5 years
- b) No of trainees imparted training during last 5 years
- c) Training Load (Number of programs for RD, PRI staff and Representatives)
- d) Total no. of SHG Groups in the district
- e) Total no. of recruitment during the last 5 years
- f) Total no. of faculty members and supporting staff
- g) Total fund allotted for ETC by state government during the last 5 years

### 34. Model minimum infrastructure, equipment and teaching aids for ETCs

#### A. Infrastructure

- i. One administrative building
  - a. One principal room (20x15 feet)
  - b. One Teaching staff room (20x20 feet)
  - c. One Office room (20x15 feet)
- ii. One library (30x20 feet)
- iii. Class Room (2-6 no)( 20x20feet)
- iv. Two Computer room (20x20feet)
- v. One Conference hall (75x50 feet)
- vi. One Auditorium cum Audio visual room (100x75 feet)
- vii. One Museum cum exhibition hall (50x40 feet)
- viii. One demonstration firm (7 to 8 acres)
- ix. One Day care centre (20x20 feet)
- x. One storeroom (12x 10 feet)
- xi. Two toilets for men and women
- xii. Garage /Shed (approx. 20x20 feet)

#### B) Training Infrastructure – Hostels

- i. 25 (10x12 feet) nos rooms Hostel with attached toilet both for men and women (50 capacity each)
- ii. One building with 5 guest rooms (10x12 feet)
- iii. Two Recreation cum common rooms (male & Female)
- iv. One Store cum kitchen room
- v. One dining hall
- vi. Two reception counter for both the hostels.
- vii. Hostel guard room (2) (10x12 feet)
- viii. One Yoga Room ( 20 x 20 feet )
- ix. One water treatment plant (10,000 GPH) both for hostel and administrative building
- x. Three water coolers ( one for admn building and 2 for hostels)
- xi. Beds 105 no

- xii. Cots 105 no
- xiii. Chairs 105 no
- xiv. Tables 105 no
- xv. Bed sheets 315 no @ 3 / person
- xvi. Pillow 210 no
- xvii. Blankets 210 no
- xviii. Sofa set 3 no ( 2 for hostel and one for principal room)
- xix. Dining set 150 no
- xx. Refrigerator -2 no for 2 hostels.
- xxi. LED TVs 55 no including two hostels plus guest rooms.

**C. Teaching aids:**

- xxii. OHP 2 no / Kyan 2 no
- xxiii. LCD 2 no
- xxiv. Digital projector 2 no
- xxv. Camera (handicom-1)
- xxvi. Laptop 1 no
- xxvii. Portable generator 1 no
- xxviii. Xerox machine 1 no

**D. Other infrastructure**

- xxix. Principal quarter 1 (type -IV)
- xxx. Teaching staff quarters (5 to 10 no) (type-III)
- xxxi. Non-teaching staff quarters (10 no ) (Type –II)
- xxxii. Group D staff quarters ( 2 no ) (Type-I)
- xxxiii. Compound wall for campus
- xxxiv. Black top roads with in campus.
- xxxv. Street lights on the roads.
- xxxvi. CCTV, Electric fans, AC other electrical equipment.

**Alagh Committee Recommendations on ETCs and Networking**

- 38. District Institutes of Rural Development and Panchayati Raj (DIRDPR) should be established after analysing the local need. Establishment of DIRDPRs should not leave ETCs devoid of work. ETCs should work as mentor for the region. When DIRDPRs are established, the role of ETCs and DIRDPRs should be clearly defined.
- 39. Various district levels institutes of Govt departments should be brought on to a common platform. ETCs and DIRDPRs should work in unison complementing each other.
- 40. Requirements for development of ETCs as proposed by Dr.Alagh Committee should be fully met. As regional institutions for mentoring the proposed district institutes of rural development the ETCs should be given the following facilities
  - a. Good physical infra structure and human resource
  - b. Equipped with adequate modern technologies and training equipment.
  - c. Digitized database of faculty and repository of training materials.
  - d. Subject experts should be developed from among the teaching faculty.
  - e. ETCs should develop in specific areas of specialisation
- 41. Networking between SIRDs and ETCS and NIRDPR

- a. SIRD should be the apex training institute at the state level.
- b. Digitized database of teaching faculty with areas of specialisation.
- c. Frequent movement of faculties between SIRD, NIRD,ETC,DIRDPR
- d. E-enabled class room, GIS and modern methodologies.
- e. Idea sharing.
- f. Digitized mapping, pursuing action and applied research.
- g. Administrative, institutional and academic networking.
- h. Developing common platform for all training units.
- i. NIRDPR should be a guiding force to all units by providing them with latest data, research outcomes, key decisions, training methodologies and materials.

#### 42. Collaboration with other institutions

- a. Unifying the efforts of various district level training institutes of departments like education, revenue, KVKs etc.,
- b. DRDA should be important sources of knowledge base
- c. Outsourcing of training through NGOs and DRDAs
- d. Database of NGOs, experienced retired personnel and officials

#### 43. Use of satellite mode of distance learning, especially for conduct of outreach training programmes for the elected representatives of PRIs at the block and GP level.

- a. GIS based GP level outreach programs of west Bengal should be emulated
- b. ETCs should also be brought in the satellite network.
- c. Use of SATCOM and satellite training already under way in most of the states.
- d. Taking the SATCOM to GP level is urgently needed.
- e. NIRD should act as a facilitator.

### Criteria for Grading ETCs

#### 44. Preparation of Action Plan

- a. Preparation of training action plan covering ERs & functionaries of PRIs, Rural Artisans, Grassroots Level Functionaries of all other departments, CBOs, SHGs, NGOs etc. according to National Capacity Building Framework 2007 after consulting with SIRD & TNA Programmes
- b. Special focus on SC, ST & Women representatives
- c. Foundation, Refresher courses and Trainings on Govt Flagship programmes like Swach Bharat
- d. Timely submission of Training Action Plan to SIRD before February 05<sup>th</sup> of the financial year for approval
- e. Uploading of Training plan to SIRD/Rural diksha Portal
- f. Training Action Plan should be clear with OBJECTIVES of the training programmes

- g. Tying up of funds from different programmes during the time of preparation of action plan itself
- h. Considering 100% occupancy of conference halls & hostel beds while preparing action plan

#### 45. Outreach Programmes

- a. Preparation of action plan for outreach (off-campus) programmes to cover huge number of ERs like Panchayat Members and SHGs
- b. Outreach programmes on Dairy, Piggery, Goat Farming, Fisheries, Poultry, Handloom Textiles, Horticulture, Floriculture, food Processing (Value Addition), Convergence Programmes with different line departments in MGNREGA for the betterment of income generation of Rural people
- c. Training for unemployed youth for Skill Development *i.e.*, Beauty Parlour, Garment Making *etc.*
- d. One day off-campus awareness programme for the rural people on Government Schemes/Programmes

#### 46. Training of RD, PRIs and CBOs Representatives

- a. After local body elections all ERs (100%) of PRIs should have undergone Induction Training within 6 months (in-campus & off-campus)
- b. Within 2 years they should have undergone Refresher Trainings
- c. At least 150 SHG leaders & 75 NGO representatives should be given training in ETCs each year

#### 47. Training Quality Systems

- a. Well-equipped training conference halls with all modern facilities
- b. Well-equipped computer lab for hands on trainings to participants
- c. Availability of Power Back up
- d. Availability of Video Conferencing System for cross learning & reviews
- e. Getting ready with training session plans, course materials , handouts, soft copies before starting of the training programmes
- f. Using of different training methodologies like; Group Discussion, Role Play, Case Study, Field Trips, Hands on Trainings, Group Presentations, Panel Discussions *etc.*
- g. Mid-term/concurrent & Post training feedback/evaluation systems, Third party evaluation should be done
- h. Training follow up by ETC faculty after training
- i. Database of the trainees should be prepared by using appropriate software
- j. Having resource pool with visiting/guest faculty with specific expertise

#### 48. Research

- a. Each faculty member should do two action research programmes every year on following areas;
  - i. Watershed Evaluation Studies
  - ii. Poverty Alleviation through SHGs
  - iii. Impact of IEC in RD programmes
  - iv. Impact assessment study of training programmes of NRLM
  - v. Impact of PRI accounting system
  - vi. People's planning exercise – developing perspective plans
  - vii. Mid-term evaluation of IWDP projects
  - viii. Evaluation of SHGs
  - ix. Participatory approaches to Rural Development
  - x. Social Mobilization & Community Participation
  - xi. Performance Evaluation of GPs
  - xii. Research in Rural Development issues
- b. Every faculty should publish at least two research paper in SIRD/NIRDPR journals or any other RD related publications

#### 49. Human Resource Management

- a. All vacancies of teaching and non- teaching staff should be filled
- b. Faculty members should have performance indicators
  - i. Attending faculty Development Programmes organized by SIRD/NIRDPR/ATI at least for 10 days per year by the faculty members
  - ii. Attending other trainings at least 25-30 days by each faculty per year
  - iii. All faculty should act as course directors as per the number of training programmes
  - iv. All faculty should take at least 2 sessions per day
  - v. Biometric attendance system for faculty & non-faculties in ETC is required
  - vi.
- c. Monthly academic council/review meeting with faculty by the principal ETC

#### 50. Financial Management

- a. Forwarding of proposal of recurring grant through proper channel to MoRD before 30<sup>th</sup> April along with UC & Audit report
- b. Training expenditure should be as per the training budget
- c. Generation of own source of revenue/corpus fund by giving hostels, conference halls on rent to other department trainings, also by auctioning fruit bearing trees wherever it is applicable
- d. Transparency in expenditure by getting approval in academic council of the ETC

#### 51. Physical Resource Management

- a. Optimal utilization of Hostel Buildings, Conference Hall
- b. Optimal utilization of vacant land with landscaping and orchards



- c. Establishing solid waste management unit ETCs by using garden waste and kitchen waste
- d. Renting of buildings to other departments for resource mobilization

## 52. Achievement of Target

- a. Achievement of 100 % training target should be fulfilled within the financial year
- b. 100% Using of Faculty services
- c. 100% Utilization of funds
- d. Generation of own revenue at least 10 lakhs per year for meeting the maintenance expenses

## 53. Networking

- a. SIRD shall be nodal agency for all RD & PR trainings in the state
- b. Training calendars of ETCs to be approved/vetted by the SIRD
- c. The SIRD being the apex training institution in the state acts as an umbrella institutions for all ETCs
- d. Linkage between the state Govt., SIRD & ETCs with a continuous flow of information
- e. At least quarterly meetings between SIRD & ETCs
- f. SIRD should conduct off-campus training at ETCs
- g. Faculty exchange programmes between SIRD & ETCs
- h. Training Module should be shared between institutions
- i. Joint research projects & sharing of findings among partner organization

## 54. Marks for Grading of ETCs

1. Preparation of Action Plan	10
2. Outreach Programmes	10
3. Training of RD, PRIs and CBOs Representatives	15
4. Training Quality System	20
5. Research	05
6. Human Resource Management	10
7. Financial management	05
8. Physical Resource Management	05
9. Achievement of Target	15
10. Networking	05
<b>Total</b>	<b>100</b>
100 – 75 Marks	- A Grade
74-55 Marks	- B Grade
54-35 Marks	- C Grade
Below 35 Marks	- D Grade



# **NATIONAL INSTITUTE OF RURAL DEVELOPMENT & PANCHAYATI RAJ**

MINISTRY OF RURAL DEVELOPMENT, GOVERNMENT OF INDIA

RAJENDRANAGAR : HYDERABAD-500 030.

## **NATIONAL COLLOQUIUM OF ETCs ON 02-03 JUNE, 2016**

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**NATIONAL INSTITUTE OF RURAL DEVELOPMENT & PANCHAYATI RAJ**  
**Centre for Research & Training Coordination and Networking**

**NATIONAL COLLOQUIUM OF**  
**Extension Training Centres (ETCs)**

June 2-3, 2016

*Venue: S.K Rau Conference Hall*

**Programme Schedule**

<b>2<sup>nd</sup> June, 2016 (Thursday)</b>	
09:45 AM – 10:30 AM	Registration & NIRDPR Film Show
10:30 AM – 11.15 AM	<ul style="list-style-type: none"> <li>- Welcome by Dr.P.Durgaprasad, Adviser &amp; Head (Trg. &amp; NW)</li> <li>- Self-introduction of participants and faculty</li> <li>- Inaugural Address by Dr.W.R Reddy, IAS, Director General, NIRDPR</li> </ul>
11:15 AM – 11.30 AM	Tea & Group Photograph
11.30 AM – 11.45 PM	Presentation on Performance of ETCs <ul style="list-style-type: none"> <li>- Dr.P.Durgaprasad</li> <li>- Dr.V.K.Reddy</li> </ul>
11- 45 AM – 12.45 PM	Presentation on Model ETCs from Uttar Pradesh & Assam (30 mins each)
12:45 PM – 01:15 PM	Experience Sharing and Best Practices by participants: State-wise
01.15 PM – 02.15 PM	Lunch Break
02.15 PM – 03.15 PM	Video Conference Based Interaction with Shri S.M Vijayanand, IAS, Chief Secretary, Govt. of Kerala & Former Secretary, Rural Development, Ministry of Rural Development, GoI (at NIRDPR Auditorium)
03.15 PM – 04.15 PM	Experience Sharing and Best Practices by participants: State-wise – contd...
04:15 PM – 04.30 PM	Presentation on Revised Guidelines on Central Sector Scheme 2016-17 – by Officials of MoRD
04.30 PM – 04.45 PM	Briefing on Agenda and Formation of Working Groups
04.45 PM – 08.30 PM	Group Work: <ul style="list-style-type: none"> <li>I. Training, Research and Capacity Building of Functionaries of RD and PRIs. What do ETCs expect from NIRDPR?</li> </ul>

	II. Faculty & Administration III. Finance, Central Sector Scheme and Revised Guidelines of MoRD IV. Norms for Physical Infrastructure V. Streamlining of ETCs: Alagh Committee Recommendations & Networking VI. Criteria for grading of ETCs on the basis of their performance
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**2<sup>nd</sup> Day**

<b>3<sup>rd</sup> June, 2016 (Friday)</b>	
09:00 AM – 10.30 AM	Finalization of Group Reports
10.30 AM – 11.30 AM	Presentation of Group Report by participants: Discussion and Recommendations - Dr.W.R Reddy, IAS, Chairman, DG, NIRDPR
11.30 AM – 11.45 AM	Tea Break
11.45 AM - 01.30 PM	Presentation of Group Reports Contd.....
01.30 PM – 02.30 PM	Lunch
02.30 PM – 03.15 PM	Briefing on Capacity Building: DDU-GKY - by Dr. M.Ravi Babu Executive Director/Dr.Jayanth Mukherjee, Director, HRD, DDU-GKY Cell, NIRDPR
03.15 PM – 04.00 PM	Briefing on Capacity Building: MGNREGA - by Dr. G. Rajanikanth , Head (CWE) and Team, NIRDPR
04.00 PM - 04.15 PM	Tea Break
04:15 PM – 05:30 PM	Concluding Session - Presentation of main recommendations by Dr.P.Durgaprasad - Concluding observations and reflections by participants
05.30 PM to 6.25 PM	<b>Announcements and Follow-u</b>
	6. Preparation of Annual Training Action Plan by ETCs
	7. NIRDPR Faculty Development Programme to train all the ETC faculty in the next 2 years
	8. Establishment of Electronic Platform between SIRDs & ETCs CGARD, NIRDPR will facilitate through Video Conferencing Facility and SATCOM
	9. SLOs as Members of Selection Committee of ETC for faculty recruitment
	10. Submission of utilization certificates
06.25 PM – 06.30 PM	Vote of Thanks by Dr.R.P Achari

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Status on Performance of ETCs: An Overview

# WELCOME

## National Colloquium of ETCs

2<sup>nd</sup> & 3<sup>rd</sup> June, 2016

### Status on Performance of ETCs: An Overview



National Institute of Rural Development and Panchayati Raj  
Ministry of Rural Development, Govt. of India

### Introduction

- ▶ With new Initiatives, approaches and processes, there is a growing importance of capacity building of RD & PR functionaries
- ▶ The Magnitude of task is huge - functionaries, elected representatives, CBOs, NGOs etc.,
- ▶ Having glorious past in training during community development days, ETCs are expected to play key role in Capacity Building of these front line professionals
- ▶ Over the years the performance has been mixed
- ▶ A great degree of variation exists in terms of infrastructure, faculty, funds and performance of ETCs across the states

## Nomenclature of ETCs

Sl. No	Nomenclature	States
1	Extension Training Centres (ETC)	AP, Assam, Kerala, Meghalaya, Mizoram, Nagaland, Odisha, Telangana, Uttarakhand, Punjab
2	Regional Institute of Rural Development (RIRD)	Tamil Nadu, Uttar Pradesh
3	Regional Rural Development Training Centre (RRDTC)	Madhya Pradesh
4	Regional Panchayat Raj and Rural Development Training Centre (RPRDTC)	Chhattisgarh
5	Regional Institute of Panchayati Raj & Community Development	Haryana
6	Regional Rural Extension Training Centre (RRETC)	J&K
7	Gram Sevak Training Centre (GSTC)	Maharashtra
8	Panchayat Raj Training Centre	Rajasthan
9	District Training Institute (DTI)	Karnataka

## Training and Research Activities of ETCs

**Average No. of Training Programmes Organised per year during 2013-14 to 2015-16**

Sl.No	Progs	No. of ETCs	%
1	1 to 20	7	15.38
2	21 to 50	10	25.64
3	51 to 100	13	33.33
4	101 to 150	7	17.95
5	151 to 200	3	7.69

### Average No. of Training Programmes Organised per year for PRIs during 2013-14 to 2015-16

Sl.No	Progs	No. of ETCs	%
1	0	8	22.50
2	1 to 10	7	17.50
3	11 to 50	13	32.50
4	51 to 100	2	2.50
5	101 to 150	7	17.50
6	151 to 200	3	7.50

### Faculty in position

Sl.No	Faculty	No. of ETCs	%
1	0	2	5.00
2	1 to 3	12	30.00
3	4 to 7	16	40.00
4	8 to 10	8	20.00
5	11 to 16	2	5.00

## No. of Faculty Positions Vacant

Sl.No	Faculty Vacancy	No. of ETCs	Percentage
1	Nil	8	20
2	1 to 3	10	25
3	4 to 6	9	22.5
4	7 to 9	1	2.5
5	10	12	30

## Supporting Staff in position

Sl.No	Staff	No. of ETCs	%
1	0	6	15
2	1 to 5	10	25
3	6 to 10	6	15
4	11 to 15	4	10
5	15 above	14	35



### No. of Supporting Staff Position Vacant

Sl.No	Staff	No. of ETCs	%
1	0	9	22.5
2	1 to 5	11	27.5
3	6 to 10	9	22.5
4	11 to 15	5	12.5
5	15 above	6	15

### Annual Grant received from State Government during 2012-13 to 2015-16

S.No.	Amount (in Rs. lakh Per annum)	No. of ETCs	%
1	0-10	3	7.5
2	11 to 20	4	10
3	21 to 40	4	10
4	41 to 80	4	10
5	81 above	25	62.5

## Funding Support from State Government for Organising Training Programmes

S.No	Amount (Rs. In lakhs)	No. of ETCs	%
1	Nil	16	43
2	10	8	22
3	11 to 20	9	24
4	21 to 60	4	11
5	61 to 100	2	5

## Funding Support provided under Central Scheme 2013-14 to 2015-16

- ▶ Recurring : Rs.2708.23 Lakhs
- ▶ Non-recurring : Rs. 5277.55 Lakhs
- ▶ Total : Rs. 7985 Lakhs
- ▶ Some ETCs received recurring grants during 3 years fully i.e., Rs. 20 Lakh per annum
- ▶ A considerable number of Institutions received only around Rs. 10 Lakh per annum
- ▶ Where as some ETCs have not received funding at all
- ▶ The funds are utilised mostly for Administrative expenditure such as Stationery, Maintenance, Salaries of Temporary staff etc.,
- ▶ Funds also were handy for organising courses in a moderate way
- ▶ Demands for more allocation for exclusively for training. Hence, the revised guidelines with specific allocation for training
- ▶ The details are provided at Annex-II



**NATIONAL INSTITUTE OF RURAL DEVELOPMENT & PANCHAYATI RAJ**

**MINISTRY OF RURAL DEVELOPMENT, GOVERNMENT OF INDIA**

**RAJENDRANAGAR: HYDERABAD-500 030.**

**Centre for Research Training Coordination and Networking Centre**

**National Colloquium of Extension Training Centres**

**2-3<sup>rd</sup> June, 2016**

**Working Groups and Issues for Discussion**

**Group I: Training, Research and Capacity Building of Functionaries of RD and PRIs**

1. Review training and research performance during last three years
2. Recast training perspective of ETCs in terms of training design, types of courses, training methodology and training materials.
3. Develop a strategy for optimum utilization of the capacity for larger coverage of RD&PR flagship programmes in particular
4. Mechanisms and processes for better receptivity and quality of training
5. Strategy for strengthening capacity building of RD and PR functionaries of PRIs
6. Methods of aligning with PRTCs, and District Resource Centres and other Institutes for Training of PR functionaries

**Group II: Faculty & Administration**

• ***Faculty and Staff***

1. Review the status and constraints in the present pattern of faculty and staff of ETCs
2. Suggest a standardized complement of faculty with relevant disciplines, which a typical ETC is expected to have.
3. Capacity Building of Faculty Members

4. Suggest model procedures for recruitment, promotion and tenure of faculty members and adjunct faculty

- **Administration**

1. Suggest common name for ETCs, systems for general management, training programmes and autonomy
2. Administrative, academic and functional linkages with SIRDs

### **Group III: Finance, Central Sector Scheme and Revised Guidelines**

1. Review the existing sources of funds from State Government, Government of India and other sources.
2. Feedback on the revised MoRD guidelines 2016-17 of Central Sector Scheme with special reference to the cost norms and procedures.
3. Suggest appropriate funding pattern and sources of funds for undertaking training programmes for rural development and panchayati raj functionaries.
4. How to simplify the process of release of funds
5. Reasons for ETCs not getting Recurring and non-recurring grant regularly

### **Group IV: Norms for Physical Infrastructure for ETCs**

1. Develop criteria for classification of ETCs
2. Workout model minimum infrastructure in ETCs
3. Minimum requirements of Teaching-Aids, Office Equipment, Furniture, Fixtures etc.

### **Group V: Streamlining of ETCs: Dr. Alagh Committee Recommendations & Networking**

1. Feedback on the recommendations of Dr. Alagh Committee and decisions of MoRD

2. Requirements for development of ETCs (as proposed by Dr. Alagh Committee) as Regional Institutions for mentoring and guidance of proposed District Institutes of Rural Development
3. Identify strategies for better 'networking' between SIRD & ETCs, and NIRDPR
4. Collaboration with other institutions like KVKs, NGOs, PRTCs, DRDAs for expansion and outsourcing of training
5. Use of 'satellite' mode of distance learning, especially for conduct of outreach training programmes for the elected representatives of PRIs at the Block and GP level.

#### **Group - VI: Criteria for Grading ETCs**

1. Preparation of Action Plan
2. Outreach programmes
3. Training of RD, PRIs and CBOs representatives
4. Training Quality Systems
5. Research
6. Human Resource Management
7. Financial Management
8. Physical Resource Management
9. Achievement of Targets
10. Networking

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